

**ACCOUNTABILITY AND PERFORMANCE PANEL**

A meeting of the Accountability and Performance Panel was held via Microsoft Teams at 09:30 on Friday 8 July 2022.

**PRESENT:**

**Office of the Police and Crime Commissioner**

Kate Boswell (Executive Assistant to the PCC and Chief Executive), Sandra Graffham (Head of Communications and Engagement), Christopher Jackson (Chief Executive), Tim Passmore (Police and Crime Commissioner (PCC)), Vanessa Scott (Head of Policy and Performance)

Kenneth Kilpatrick (Assistant Chief Officer and Temporary PCC Chief Finance Officer)

**Suffolk Constabulary**

David Cutler (Detective Chief Superintendent) (for item 8), Rob Jones (Assistant Chief Constable), Steve Jupp (Chief Constable), Rachel Kearton (Deputy Chief Constable)

**In attendance for the Public Agenda**

John Burns (Member of Police and Crime Panel), Mark Jepson (Chair of Police and Crime Panel), Siobhan Middleton (Ilife Publishing), Adriana Stapleton (Senior Democratic Services Officer, Suffolk County Council)

**Apologies**

Eamonn Bridger (Temporary Assistant Chief Constable)

**PUBLIC AGENDA**

**1 Public Question Time**

1.1 Questions were received in advance of the meeting from the Chair of the Police and Crime Panel in relation to item number 4 on the agenda, Improving Confidence and Satisfaction Report, which the Police and Crime Commissioner (PCC) confirmed will be covered. No further questions were received.

**2 Open minutes of the meeting held on 13 May 2022 (Paper AP22/29)**

2.1 The minutes of the meeting held on 13 May 2022 were agreed as an accurate record and approved by the PCC.

2.2 With regard to action point 4.4 and the Philomena Protocol interview, the PCC asked that Assistant Chief Constable (ACC) Jones provide an update. ACC Jones confirmed that the debriefs are occurring regularly and information that is recorded is being thoroughly checked. Rapport is being built via this process, which is now well embedded and which ultimately supports the welfare of vulnerable young people. This is an area of high risk of harm for young people and he stated he would share the analysis from the interviews at a Weekly Conference.

**ACTION: ACC Jones to share the analysis of the Philomena Protocol Interviews at a Weekly Conference. Action carried over from 13 May 2022 APP Meeting.**

2.3 All other actions were noted as complete or in hand.

### **3 Financial Monitoring (Paper AP22/30)**

3.1 Assistant Chief Officer (ACO) Kenneth Kilpatrick, presented this report, highlighting that it is early within the financial year, and there will be a more thorough picture at the end of Q2.

3.3 The forecast underspend has a figure of £1.7M, which is split £1.6M for the Constabulary, and £100K to the OPCC. The main underspend for the Constabulary relates to pay-related costs, with a current projection figure of £1.4M.

3.4 The inflationary rates being seen in 2022 / 2023 are in excess of the 4% that has been budgeted for. This will continue to be monitored and reviewed. The Constabulary is locked into some fixed-price contracts over the coming year which will offer some protection against inflation in this financial year. However there will be added pressure when these are re-tendered next year.

### **4 Improving Confidence and Satisfaction (Paper AP22/31)**

4.1 The Chief Constable presented the report and in doing so advised that the Confidence Board is led by ACC Jones. Whilst there are limitations regarding the data, the goal for the force to deliver the best service that it can, has not changed.

4.2 The Chief Constable highlighted that satisfaction and confidence are different concepts, so that a lack of satisfaction with the police is not the same as a lack of confidence. Satisfaction figures with first contact are low, this being likely impacted by 101 call waiting times. However, with the investment of £1.5M the Constabulary will start to see improvements. The Constabulary is examining how it manages demand, and its communication with the public to help improve the satisfaction scores currently being achieved. The PCC reiterated that following this sizable investment, improvements in performance are expected.

4.3 The Chief Constable responded that the Constabulary's primary mission, aligned to the Police and Crime Plan, is to keep the public safe, and that the chances of being a victim of crime in Suffolk are low. Balancing the fact that Suffolk is a small force with a large geographic area, experiencing substantial demand, and receiving the third lowest funding in

the country, then the results are extremely pleasing. However, the fear of crime and the perception of crime needs to be balanced against the chances of being a victim of crime, because that impacts upon confidence.

- 4.4 The Chief Executive raised that an area of concern for the police service were the reports of the Metropolitan Police Service and Greater Manchester Police being placed under special measures, along with Cleveland, Gloucestershire, Staffordshire and Wiltshire, and the risk that this inevitably poses to confidence. He asked the Chief Constable whether he had any concerns that Suffolk may follow suit. The Chief Constable reassured that he did not believe that presently this was a risk for Suffolk.
- 4.5 Regarding the discrepancy in the fall in satisfaction rates in relation to rural crime, the Chief Constable commented that it was a small team delivering across a wide range of activities. Neighbourhood Teams are working in partnership with the Rural Team, but the challenge will remain around how to provide the same level of support to every community when resources must be balanced in high demand areas.
- 4.6 The PCC asked for further information regarding the statement that variation across crime type shows some factors are more impactful for certain victims than others. ACC Jones advised that this related to specific analysis of victims' age and gender, for example younger callers are more prepared to wait for a 101-call service, whereas older males are less willing to wait. He added that with the exception of first contact, there is a general improvement in the satisfaction rates. ACC Jones offered to share examples from this analysis with the PCC. This information could also strengthen the contextual information in the next APP report in January.  
**ACTION – ACC Jones to share analysis with the PCC at a Weekly Conference and add the relevant detail to the next APP report.**
- 4.7 The Chief Constable advised that it is generally accepted that an increase in deprivation, linked to the cost-of-living crisis, will result in an increase in crime. The neighbourhood profiles have helped inform how the force works. A range of factors are considered, including geography, deprivation, age profiling, and crime profiling, to ensure the policing teams in the area can mix their tactical responses, and liaise with other partners such as housing and education, for the neighbourhood area.
- 4.8 The Chief Constable confirmed that the Live Chat option that has been piloted was a success and will be made permanent.
- 4.9 The PCC requested an update on the domestic abuse improvement plan, which the Chief Constable confirmed was ensuring that the needs of the victim are understood. He explained how the Constabulary liaises with third party providers, engages with CPS and the courts, and addresses issues that arise within the area.
- 4.10 The Chief Constable advised that to improve engagement with the public, a Campaigns Officer had been appointed, who will support the Constabulary to ensure it is using media platforms and digital space effectively. This would help highlight success and the human aspects of the work that the force is undertaking.
- 4.11 The PCC questioned the response times to complaints at paragraph 3.13 of the report asking if the Chief Constable felt these needed to be improved. The Chief Constable advised that he felt the right level of governance was in place in order to facilitate an improvement.

## 5 Responding to Calls for Assistance (Paper AP22/32)

- 5.1 Assistant Chief Constable (ACC) Rob Jones presented this report.
- 5.2 He explained that there is a significant investment programme within the Contact and Control Room (CCR), with a focus on leadership and improvement in the quality of help that is provided. With the level of demand for 999 calls continuing to increase, it is imperative that the investment and changes are implemented as planned to help with the timeliness of response to both 999 and 101 calls.
- 5.3 The PCC questioned why there has been such an increase in the 999 demand. ACC Jones confirmed that in relation to 999 calls, the Constabulary is seeing crime demand reduce, but there has been a significant increase in demand relating to vulnerability, mental health, and the public needing help to keep safe.
- 5.4 ACC Jones advised that the continued use of online media campaigns helped to manage demand. Further, that following the successful trial of a live chat function, this will be launched later in the year.
- 5.5 Regarding the current vacancy level, the Constabulary has recruited a dedicated supervisor within the call-answering service, and the shift pattern has been reviewed. The next stage, which is due to be completed by the end of October, is to repeat the process with the CCR. UNISON have been engaged throughout this process, and the initial feedback regarding the dedicated leadership within the call-answering service has been positive. There is a difficulty in assessing the impact of shift work when recruiting new staff, and there is a plan being implemented by the Transformation and HR Team currently to address this. Exit interviews are used for leavers, but overall, the largest attritional factor regarding the CCR is the migration of staff into other roles within the Constabulary.
- 5.6 The Chief Executive requested further context from ACC Jones around the increase in vulnerability demand, and whether this an area that should be supported by other agencies. The ACC reassured that he believed the partnership working in these areas is strong, however it appears that the increase in demand is driven by the fact that outside of “office hours” the emergency service that the public turn to when they are in crisis is the Police. Currently consideration is being given to the work undertaken by Humberside Police in how to manage demand, and when the police are not the most appropriate agency to respond to calls for assistance.
- 5.7 It is expected by the Autumn that improvement will be seen in the percentage of 101 calls answered after 10 minutes due to the investment in the CCR.
- 5.8 ACC Jones confirmed that campaigns such as Make the Right Call will continue to be used, via social media and the website, and the Constabulary will continue to review the data to ensure it is getting effective engagement for each campaign.
- 5.9 It was requested that in the next report there be a review covering whether the increase in 999 calls is being impacted by the 101 call abandonment rates.  
**ACTION – ACC Jones to review if there is correlation between 101 call abandonment and the 999 call increase.**

- 5.10 The PCC commented that based on the positive feedback of the live chat function, where 94% of respondents recommend it or would use it again, its launch to the public should be prioritised.

## **6 Use of Coercive Powers (Paper AP22/33)**

- 6.1 Deputy Chief Constable (DCC) Rachel Kearton presented this report and in doing so advised that the report covered a period which included lockdown and restrictions within the night-time economy. This would be a factor to consider in the small decrease in the number of Stop Searches. The DCC highlighted that Suffolk Constabulary has consistently received a positive outcome rate across the board from HMIC in response to the Stop Search figures.
- 6.2 The PCC questioned what was being done to try and resolve the issue of disproportionality within Stop Search figures, as this is a sensitive policing topic with a great deal of public scrutiny. DCC Kearton advised that there were numerous strands of work to address this and as overseen by the Confidence and Satisfaction Board, the Internal Scrutiny Board, and partnership work with Ipswich and Suffolk Council for Race Equality (ISCRE) to operate the Stop and Search Reference Group. The scrutiny in place, at all levels, has a consistent approach when the data and forms are reviewed. If data is missing this is fed back to the officer and supervisors, and additionally the Constabulary requires supervisors to sign-off on Stop Search paperwork, which helps ensure adherence to policy and the use of appropriate process. From the data reviewed, it is clear that there are cases where individuals have travelled into Suffolk for drugs use / sale of drugs, which can skew the disproportionality. **ACTION – DCC Kearton to include within future Stop Search figures a breakdown of those who come from outside of the county, and then split it into the 3 areas (East, South and West) of the county.**
- 6.3 DCC Kearton advised that the age of 10 is the starting age for criminal responsibility. Whilst the figure of 4% of stops which are in the 10-14 age group is low, it is important to ensure that services are in place to support them. If for instance drugs are found, this is the window of opportunity to support the child to move away from criminality. The PCC commented on the importance of continued preventative work within the community to ensure the higher end of primary school aged groups are included.
- 6.4 ACC Jones stated that there are trends, in the use of offensive weapons with the more extreme examples including zombie knives which are used in street gang culture, machetes, and flick knives. Education programmes working with young people and schools are focussing on how carrying a knife makes you less safe.
- 6.5 Regarding the roll out of Optik, the PCC queried why the report included both Optik and non-Optik records. DCC Kearton advised that Optik was introduced during the period covered by the report and is why it includes both Optik and non-Optik records. Optik roll-out across Norfolk and Suffolk, has been overseen by the Digital Programme Board. It has been an opportunity for the Constabulary to improve the recording, processing and information gathered to better understand stop searches. ACC Jones added that the use of Optik has been positively received, the capabilities for use and recording are expanding, and along with body worn cameras this is one of the most positive changes to mobile devices being used within policing.

- 6.6 DCC Kearton confirmed that compared to other forces Suffolk Constabulary would be in the top quartile of positive outcomes regarding Stop Searches. In addition, the vast majority of stop searches are intelligence led. The force continues to focus on ensuring that intelligence is accurate and well informed, and that the searches are carried out effectively and professionally.
- 6.7 The PCC queried an example from the report where a subject had been stop-searched and had items seized, which was suspected to be drugs, and was then released and interviewed later. DCC Kearton reassured that in these instances suspected drugs need to be forensically examined, following which an interview can take place and appropriate action taken. Further searches of houses and vehicles are often the result of the forensic examination.
- 6.8 The PCC asked what happens to monies seized from drugs. The Chief Constable reassured that the Proceeds of Crime Act (POCA) receipts contribute towards supporting our membership to the Regional Organised Crime Unit (ROCU), which is a regional resource benefitting the Constabulary.
- 6.9 ACC Kearton confirmed that regarding taser, the term usage covers the device being deployed whether or not it is fired. The data showed that on 50% of occasions where it is deployed it is not fired.

## **7 Workforce (Paper AP22/34)**

- 7.1 Deputy Chief Constable (DCC) Rachel Kearton presented this report.
- 7.2 The DCC advised that there is consistency with the previous workforce reports, with the main difference being the increased percentage in the number of officers under the age of 25, which had risen from 3% to just under 12%.
- 7.3 The PCC questioned the attrition rate for new police officer recruits and asked whether there were any lessons to support future recruitment. DCC Kearton advised that work is underway to analyse attrition rates. The preliminary report is currently being reviewed by the People Board, with the early indicators suggesting that individuals are choosing to have a variety of careers within their working life cycle. This report is being examined, along with consideration of helping potential recruits to better understand the challenges and opportunities of a career in policing. DCC Kearton will provide an update on the report findings, and action taken in the next Workforce Report.  
**ACTION – DCC Kearton to feedback the details on the HR Attrition Rates analysis in the next Workforce Report.**
- 7.4 The Chief Executive expressed concern at the high rate of attrition among younger officers, especially those being educated on the policing degree programme. At present there is no way of recovering the costs of this programme if a student / officer leaves. DCC Kearton advised of the Constabulary's use of the National Apprenticeship scheme, so that the rules are set by the Government in relation to cost recovery and leavers.
- 7.5 The PCC requested to be updated on the role of the recently appointed Positive Action Advisor. DCC Kearton confirmed that work is going well with high engagement at community events. The report highlighted an increase in both ethnic and female staff joining the organisation.

- 7.6 The PCC expressed concern around the Metropolitan Police Service's use of a £5K 'golden hello' payment as part of their recruitment drive. DCC Kearton advised that there is a national response underway but would like to highlight that Suffolk is very different to London, and the type of work within the Suffolk Constabulary is a draw for recruitment, and which can be used positively when advertising roles.
- 7.7 The PCC questioned that what, when the economic climate was so difficult, was being done to support staff and police officer roles. DCC Kearton confirmed that the main request is for professional development, with the Care Leadership Programme being well received across all ranks within the organisation. The organisation has a Sports & Social Club, and a Benevolence Fund, and there is activity to ensure staff understand what additional support is available.

## **8 Keeping Our Roads Safe (Paper AP22/35)**

- 8.1 Detective Chief Superintendent (DCS) Dave Cutler presented this report.
- 8.2 Serious and Fatal road traffic collisions are slightly higher than last year, but this is reflective of lockdowns that were in place in previous years. There is a correlation between accidents happening and number of miles travelled, but the figures for motorcycles are disproportionate, accounting for 21% of accidents but only account for 1% of miles travelled.
- 8.3 There have been two key operations, Operation Alliance, which saw several forces collaborating to target road criminality and safety, and Operation Tramline which involved offences committed by heavy goods vehicles (HGVs).
- 8.4 Operation Snap has been very successful, encouraging members of the public to submit dashcam footage of careless, reckless or inconsiderate driving, or driving offences via the Constabulary's website. This is an area of exponential growth in terms of the amount of footage being submitted.
- 8.5 The PCC queried there being only one collision hot spot in the county and asked how they are defined. DCS Cutler confirmed collision hot spots are few and far between, but that the parameters in place would include the numbers of accidents per week. Once identified the force would work with local authorities to try and reduce the risk. The PCC mentioned this would be good to discuss further at the Road Safe meeting.  
**ACTION – PCC to raise the Ipswich collision hot spot for review at the Road Safe meeting.**
- 8.6 The Chief Executive questioned if there are any Close Pass events scheduled for this year, and how many have been prosecuted following previous events. DCS Cutler confirmed this scheme is continuing, and there is a growing number of cyclists wearing cameras and providing evidence via Operation Snap. In terms of the number of prosecutions, DCS Cutler agreed to feedback details to the Chief Executive.  
**ACTION – DCS Cutler to confirm the number of motorists prosecuted for close passing cyclists.**
- 8.7 The PCC asked about the mention within the report of a quota for spot speed digital cameras, requesting further detail regarding how these cameras were being funded. DCS Cutler agreed to feedback to the PCC.

**ACTION – DCS Cutler to provide further information to the PCC on the spot speed cameras, including costs and how these are funded.**

**9 Any Other Business**

9.1 There was no other business.

*The open part of the meeting closed at 12:04 and members of the public left the meeting.*

**PRIVATE AGENDA**

[A detailed account of the discussions and decision on the following items is contained in the confidential minutes]

**10 Closed minutes of the meeting held on 13 May 2022 (Paper AP22/36)**

10.1 The confidential minutes of the meeting held on 13 May 2022 were agreed as an accurate record and approved by the PCC.

**11 Risk Register (Paper AP22/37)**

11.1 The Chief Constable presented this report.

**12 Civil Claims and Employee Tribunals (Paper AP22/38)**

12.1 The Chief Constable presented this report.

*The meeting closed at 12:15*



## Summary of Actions

Item	Action	Owner
2.2	ACC Jones to share the analysis of the Philomena Protocol Interviews at a Weekly Conference. Action carried over from 13 May 2022 APP Meeting.	ACC Jones
4.6	ACC Jones to share analysis with the PCC at a Weekly Conference and add the relevant detail to the next APP report.	ACC Jones
5.9	ACC Jones to check if there is correlation between 101 call abandonment and the 999-call increase.	ACC Jones
6.2	DCC Kearton to include within future Stop Search figures a breakdown of those who come from outside of the county, and then split it into the 4 areas of the county (North, East, South & West).	DCC Kearton
7.3	DCC Kearton to feedback the details on the HR Attrition Rates work at a future APP meeting.	DCC Kearton
8.5	PCC to raise the Ipswich collision hot spot for review at the Road Safe meeting.	PCC
8.6	DCS Cutler to confirm the number of motorists prosecuted for close passing cyclists.	DCS Cutler
8.7	DCS Cutler to provide further information to the PCC on the spot speed cameras, including costs and how these are funding.	DCS Cutler